

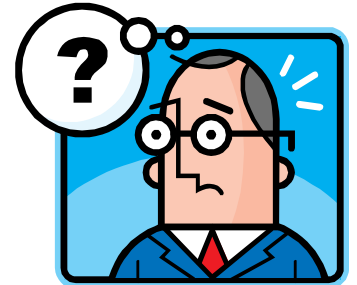


The “Measurability” of Organizational Values & Ethics: Lessons and Experiences from IDRC

Colleen Duggan, Evaluation Unit

Ethics Practitioners Association of Canada Workshop
Ottawa, April 18th, 2012

Common questions that need to be asked – Before you start evaluating



- What are you expecting to change?
- Who are you trying to influence?
- Why are you evaluating? (purpose, use)
- Who is this evaluation for? (user)
- What would success look like? Failure?

Evaluating Research , Evaluating Ethical
Climate/Cultures:

Common Challenges in Measuring Intangible Outcomes

- The attribution problem
- Multiple Pathways to “impact”
problem
- The timeline to impact problem

How is Evaluating Ethics Different?

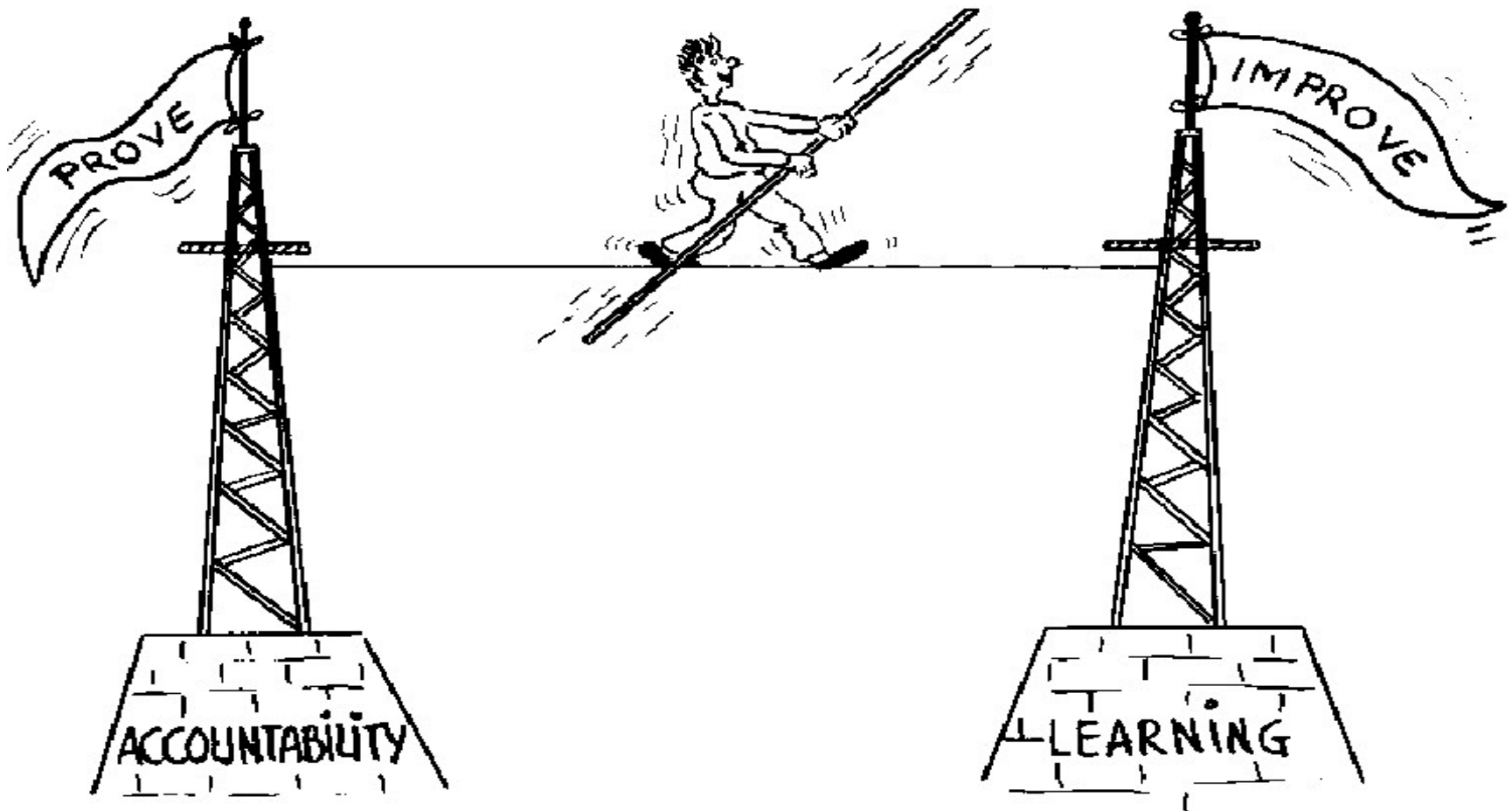


Challenge: Did the change happen because it's the "right thing to do" (values-driven) OR because it's something that "must be done?" (compliance-driven)

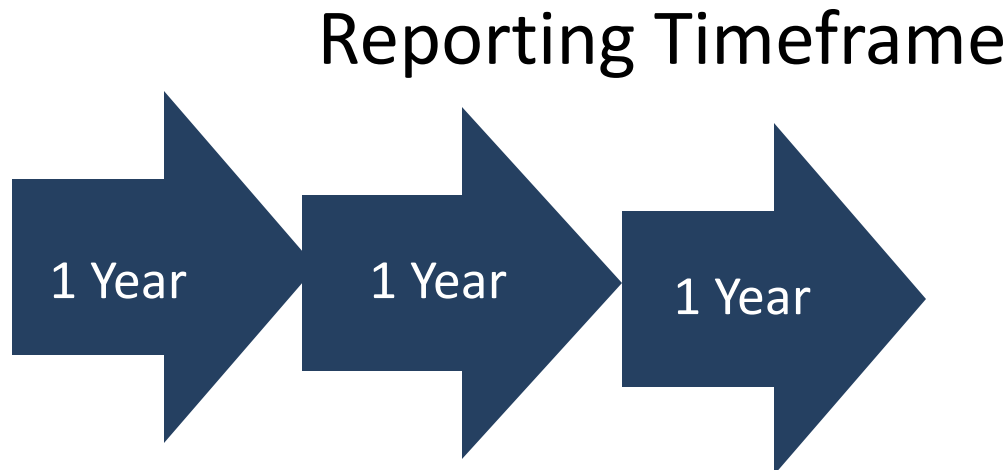
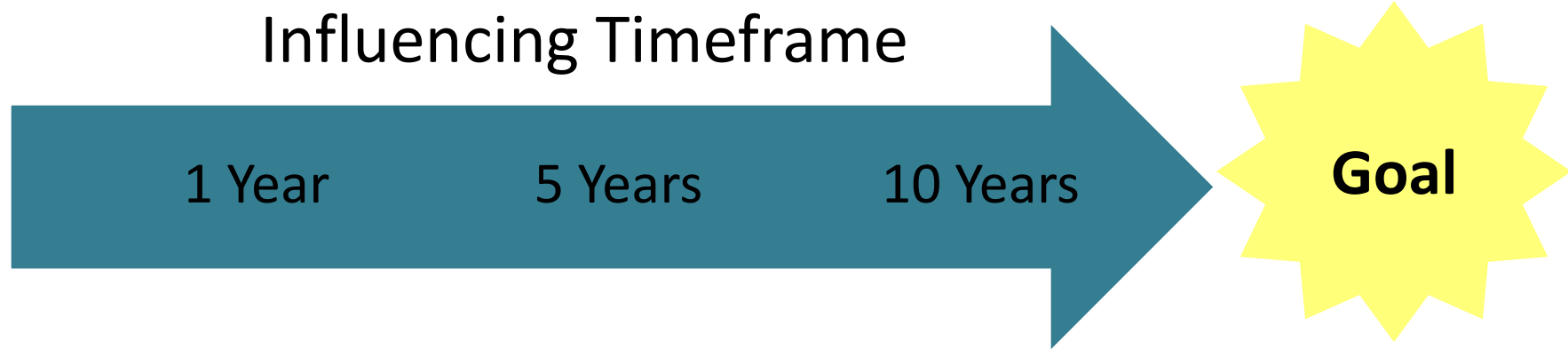


This is especially hard to determine in an accountability-driven environment.

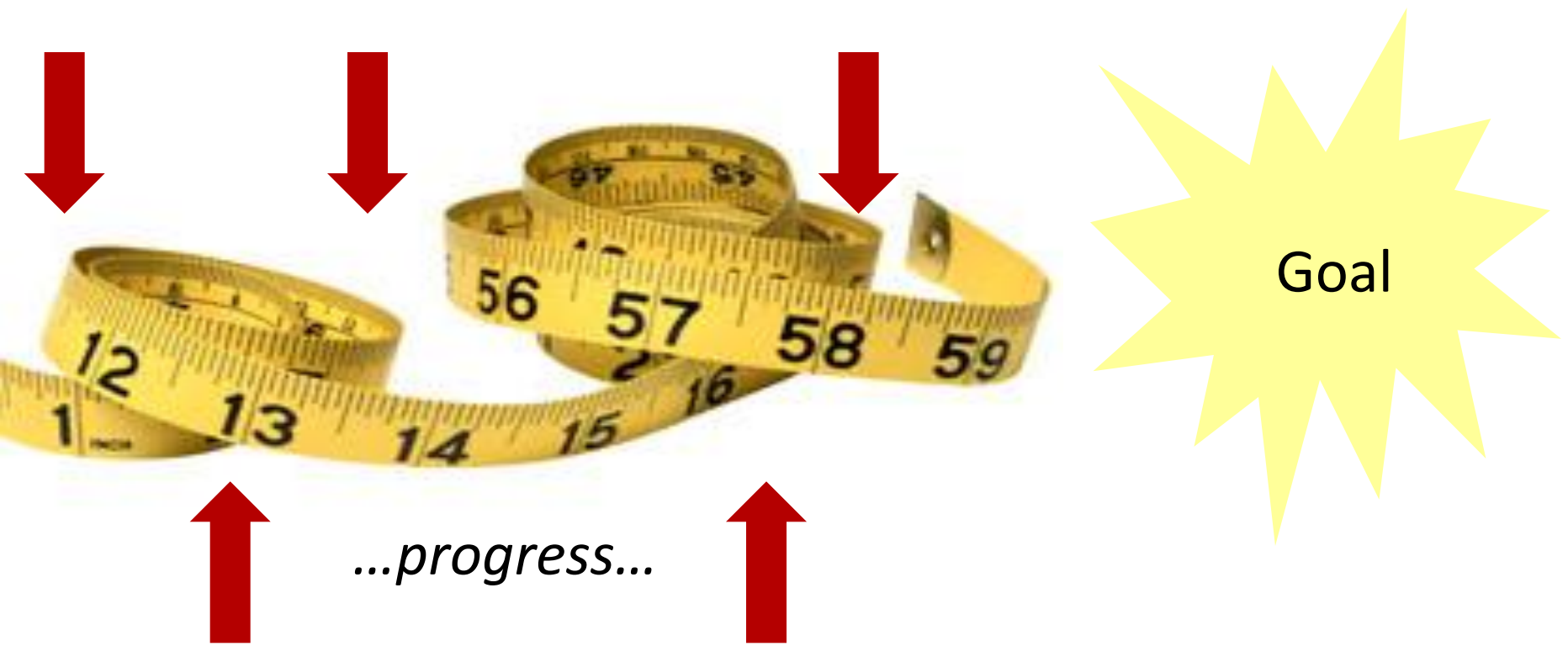
Solution: Evaluate for reasons of Accountability & for Organizational Learning .
Look for compliance and cultural shifts



Challenge: Timeframes can be unpredictable.



Solution: Assess progress and contribution,
not just the end result.

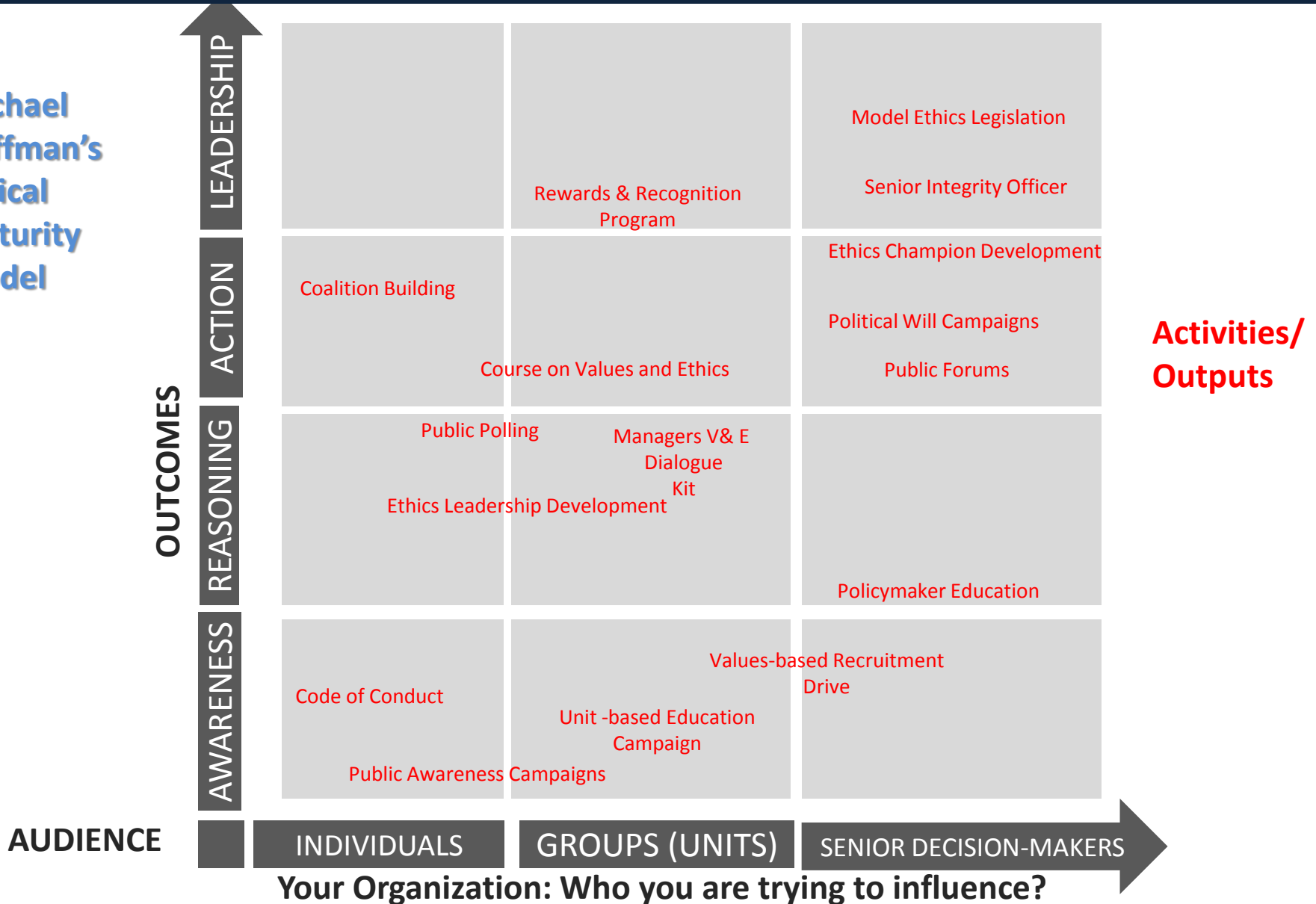


What does changing the
ethical culture or climate
entail?

What does enhancing
compliance entail?

Framework to Illustrate Ethical Change Strategy

Michael Hoffman's Ethical Maturity Model



outcome

What can we measure about Ethical
change?

How do we know we are making a
difference?

Measure meaningful things that capture **scale** and **ethical embeddedness**. Don't just count what is easy to quantify.



Measure the changes made along the way,
not just the end result.



...progress...

Ethical
compliance
climate,
culture

INTERIM OUTCOMES

Interim outcomes are expected and unexpected changes in our organizations as we work toward the goal.



Think about the different sorts of changes you will see in your audiences.

Interim Outcomes

Awareness

Increased knowledge

Increased issue visibility or recognition

Will

Changed attitudes or beliefs

Increased salience

Increased personal or collective efficacy

Increased willingness to act

Increased capacity to act

Action

Increased collaboration among ethics advocates

Increased media coverage

Reframing of the issue

New and active advocates

Leadership

New and active high-profile champions

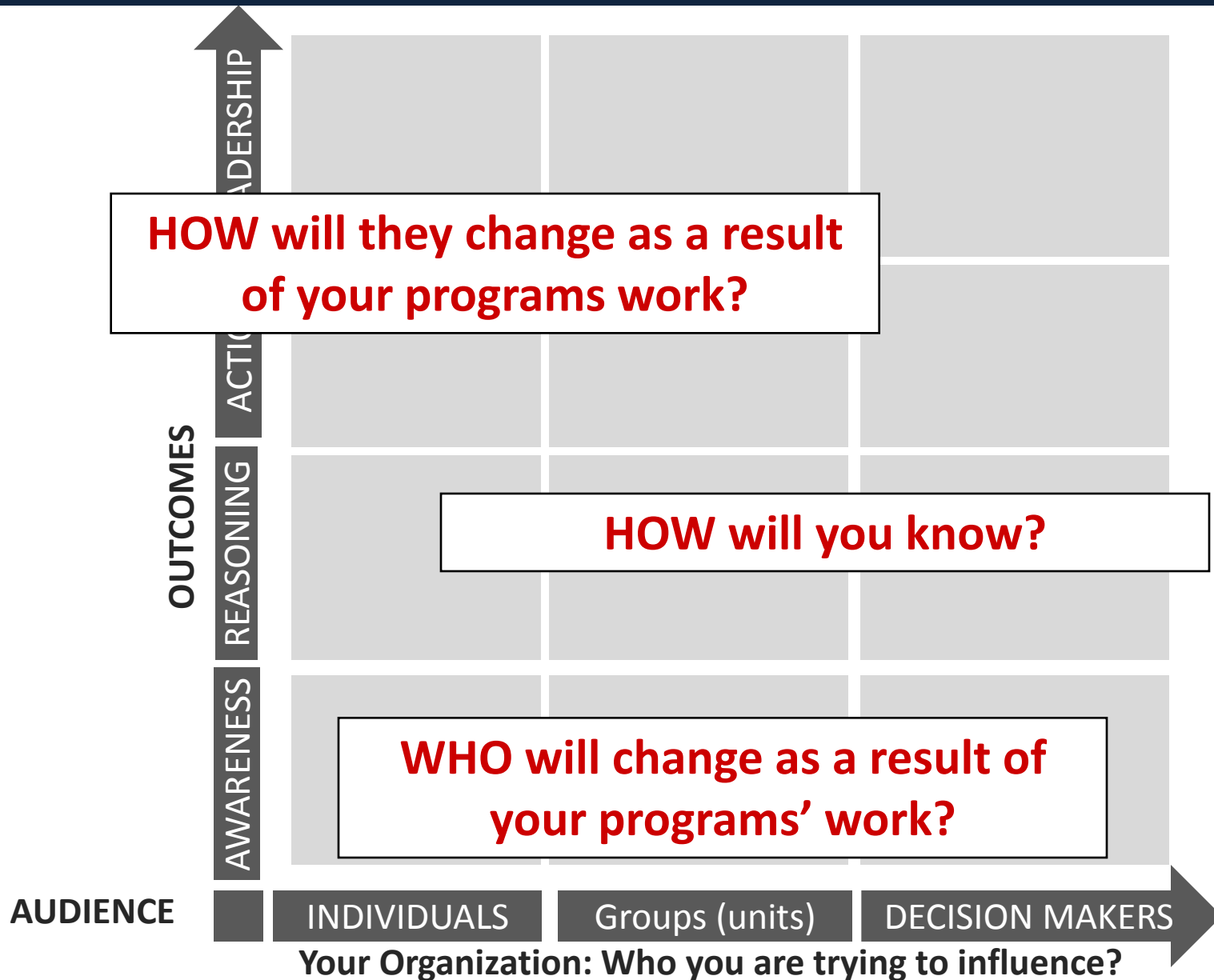
Approval of enhanced ethics legislation

Activities and Outputs

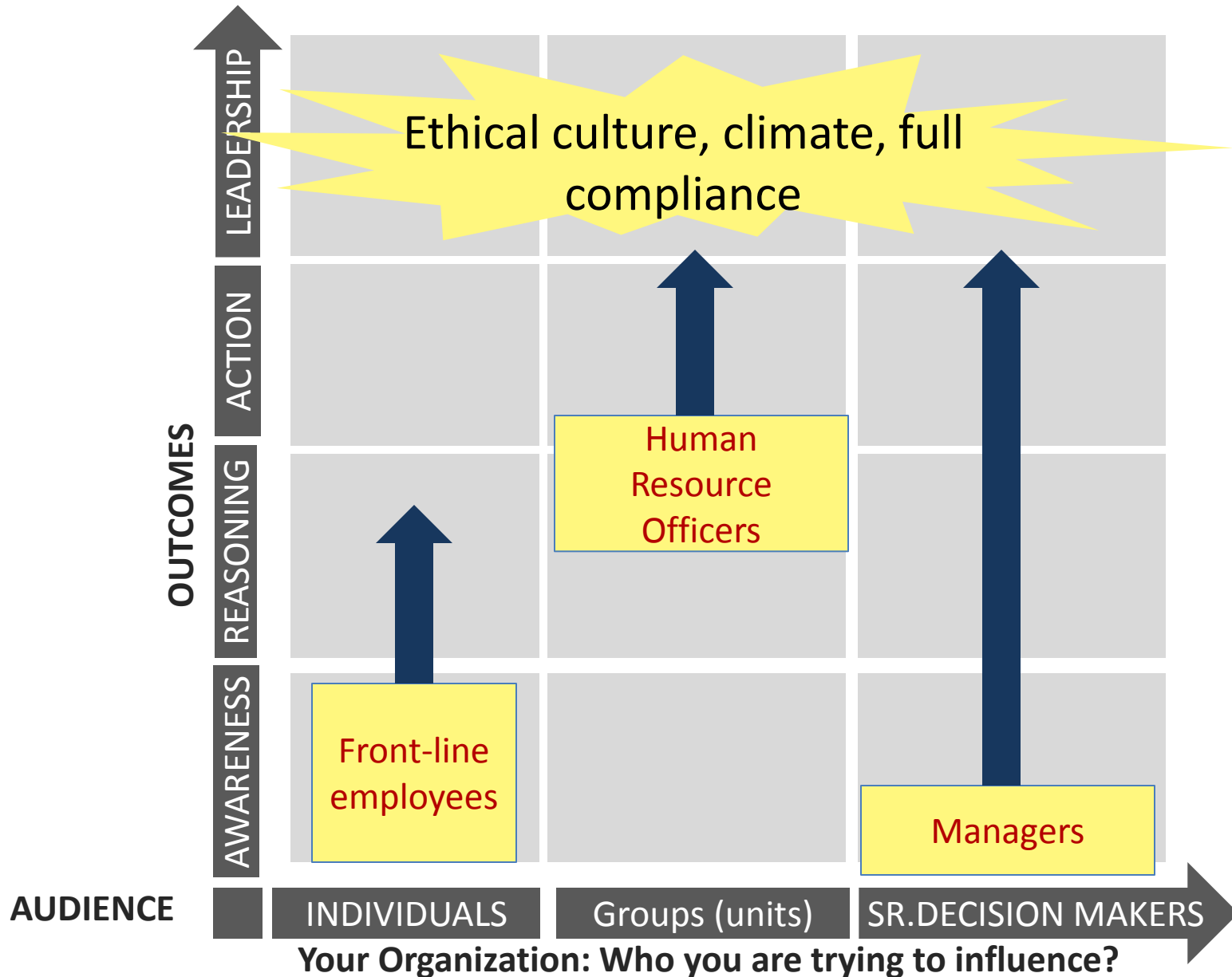


Goals

Use the Framework to think about interim outcomes



Where are your audiences and how far do you need to move them?



Excellent
 Very good

How can we measure it?

Average
 Poor

Traditional Evaluation Methods

Interviews

Surveys

Focus Groups

Polling

Non-Traditional Evaluation Method: Content-Discourse Analysis

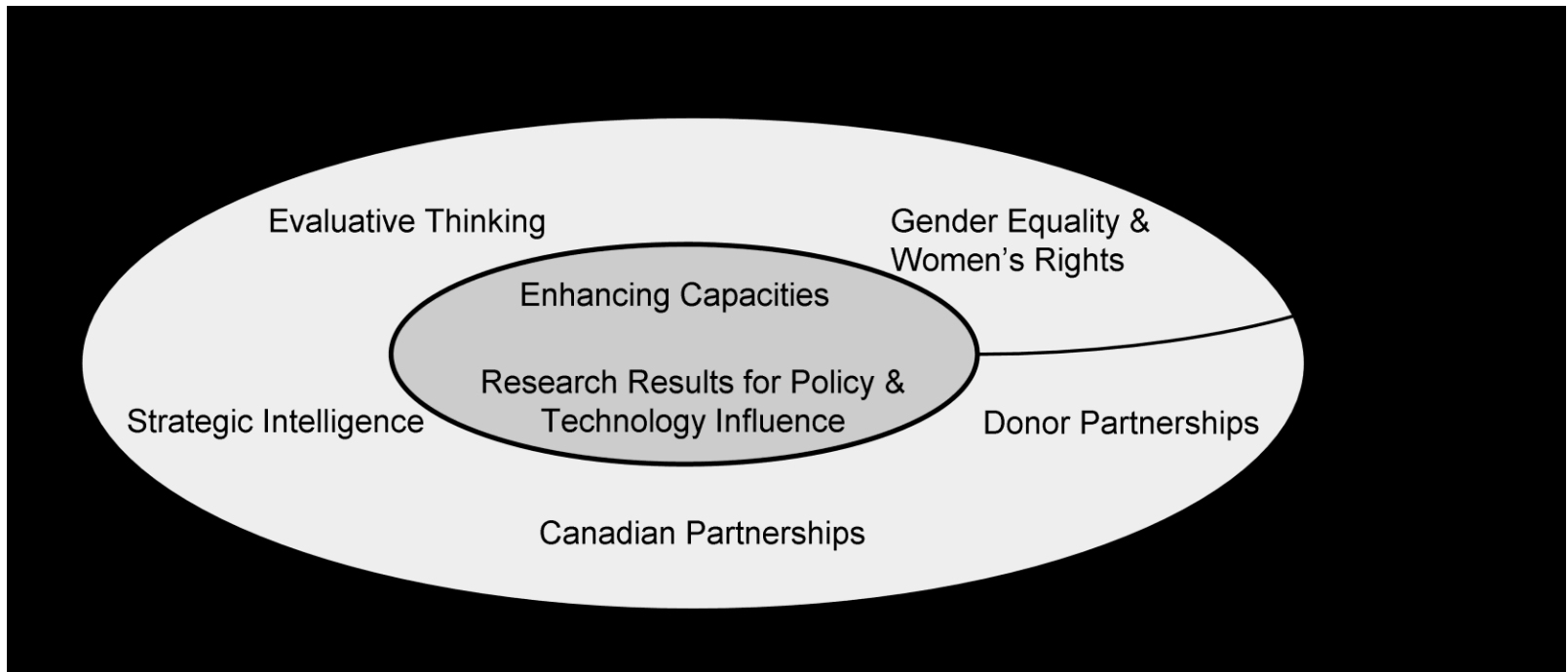
IDRC's Corporate Assessment Framework (CAF)

- A tool for Corporate Level mission assessment
- Focuses on work that IDRC senior management does to guide program thinking and systems;
- And the way IDRC staff implement programs in line with this thinking and these systems

The Framework

- Based on 7 performance areas identified by senior management
- Identified as critical to mission level assessment
- 3 strategic goals
- 4 operating principles fundamental to the way IDRC works.

The Performance Areas



The Performance Areas

- **Enhancing Capacities:** ... *strengthen the capacities of Southern researchers...*
- **Policy and Technology Influence:** *link research to policy formulation and implementation ...*
- **Canadian Partnerships:** ... *collaborative research that is mutually beneficial*
- **Donor Partnerships:** ...*like-minded and innovative donors*
- **Gender Equality and Women's Rights:** .. *mainstreaming gender ... supporting gender-transformative and gender-specific research.*
- **Strategic Knowledge Gathering:** *gathering and use of knowledge and feedback to ... respond to the needs of developing countries ...*

How Does it Work?

- Collection and coding of data on the performance areas (466 documents in 2007)
- All levels
- Computer assisted coding (NVivo) with coding frame and metrics
- Triangulation
- Management response

The Premise

This approach is grounded in, and tests, the idea that the work of managers is to discuss, deliberate, consider – and that the nature, content, and quality of these discussions and decisions is what moves the organization forward and contributes to mission level performance.

Evaluative Thinking

*The Centre **supports evaluative thinking** by staff and partner organizations in the effort to be clear and specific about the results being sought, the means used to achieve these results, and to assure the **systematic use of evidence** to demonstrate achievements for both **learning and accountability** purposes.*

Sample Metrics

(for Evaluative Thinking)

- Are the core issues related to Evaluative Thinking being documented, and if documented, with what frequency?
- Where documented and applicable, with what depth of analysis, discussion and/or deliberation is 'Evaluative Thinking' being discussed?
- Number of 'hits' across data for keywords
- Number of documents coded for each characteristic and performance area
- The nature of, or purpose for, deliberation on evaluation
- The intentionality with which an evaluation is discussed
- Reference made to wider body of literature

Theoretical Underpinnings

- rooted in discourse analysis, institutionalization theory, and organizational studies.
- language as fundamental to institutionalization: how social ideas and norms that comprise organizations are created, maintained, and changed
- Attention to the *flow* of texts; where the texts come from, how they are used, who creates them, and how they are connected
- Influence of text: Work on “sensemaking” (Weick), legitimation and, legitimacy (Phillips, Lawrence and Hardy)

What can the CAF tell IDRC?

- What the Centre is reporting on, discussing, and what decisions are made— along with documentation on results at the project level
- Does not rank performance: The performance areas do not have simple targets or benchmarks
- Part of analysis happens *with management*



THANK-YOU!

*Special thanks to Julia Coffman of the Center for Evaluation Innovation. A number of these slides were borrowed from her presentation “Evaluating for Influence”, September 13th, 2012

www.idrc.ca/evaluation